



MNSTC-I School of the Advisor

“Right Advisors, Right Skills, Right Position”



Mission: “Develop the Iraqi institutional capability needed for good governance and to generate and sustain Iraqi Security Forces.”

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“As advisors, you are the Coalition’s public face at the highest levels of the Iraqi Government. What you do matters tremendously. How you relate and respond to Iraqi senior staff is critical for our collective reputation and the effectiveness of my Command. You must become and remain successful advisors: dedicated, adaptable, tactful and diplomatic as well as respectful of the culture, customs and requirements of those you advise.” LTG Frank Helmick

Contact Information:

Capt Amie Lambert at
amie.lambert@iraq.centcom.mil

Iraqi self sufficiency is the principal mission for MNSTC-I, essential to national security and stability. “To achieve this objective,” notes Tim Hoffman, the new Director of Defense Affairs, “the efforts of our growing corps of MNSTC-I advisors represent a key element of our evolving strategy. Their mission, as defined by LTG Frank Helmick, is to ‘develop the Iraqi institutional capability needed for good governance and to generate and sustain Iraqi Security Forces.’ To achieve this, we must identify and place ‘the *right advisors* with the *rights skills* in the *right place* at the *right time*.”

New advisors face a daunting array of challenges. Not only are they confronted with the challenges of learning about a new job and adapting to the multinational MNSTC-I environment, they must also confront the linguistic challenges and culture shock of trying to work with their Iraqi counterparts in an Iraqi institutional environment. Added to that, few individuals have practical experience working as an advisor – a demanding position requiring subject matter expertise and the personal qualities needed to build lasting relationships. As described by Secretary General Sabah of the Iraqi Ministry of Defense, “The advisor must have a depth of experience and knowledge. His main mission is to advise and support as necessary. He must research his subject; must share his technical expertise; he must learn and teach.” Or, as one senior advisor notes, “instead of commanding according to the American military model, an advisor must influence and lead.”

Yet most new advisors arrive without prior advisory training, far from ready for their new and critical roles. The response was the “Advisor School,” developed by David King, Director of MNSTC-I’s Ministry of Defense Advisory Team, with Dr. Cassidy Craft and Capt. (Dr.) Amie Lambert of the Ministerial Training and Development Center (MTDC) and others across MNSTC-I.

“Our aim,” says King, “is to fill the gap in advisor preparation, to get advisors up and running swiftly so they can be effective as quickly as possible, to do so in an academically robust way, and also to create a network across MNSTC-I that would help advisors learn from each other. The approach also can serve as a model for pre-deployment training for those advisors being sent to Iraq, Afghanistan, or elsewhere to work with ministerial-level government officials.”

Picture Gallery

